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**JOB DEMANDS, JOB RESOURCES AND WORK STRESS: A
STUDY AMONG CUSTOMS OFFICERS IN MALAYSIA**



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Universiti Utara Malaysia

**MASTER OF SCIENCE (MANAGEMENT)
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**JOB DEMANDS, JOB RESOURCES AND WORK STRESS: A STUDY AMONG
CUSTOMS OFFICERS IN MALAYSIA**



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**Thesis Submitted to
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ABSTRACT

The main purpose of this research is to examine the relationships of job demands, job resources and work stress among customs officers in Malaysia. The survey questionnaire was designed to elicit responses from the participants. A total of 800 questionnaires were distributed to the employees of the Royal Malaysian Customs Department. There are 215 usable questionnaires were returned, yielding a response rate of 26.9%. The collected data were analyzed using the Statistical Package for Social Science (SPSS) version 25. The results indicated that job demands were positively related to work stress. On the other hand, job resources were found negatively related to work stress. The findings showed that Customs Officers were suffered from work stress due to job demands yet the job resources reduced their work stress. Thus, the Royal Malaysian Customs Department must put a great emphasis on the significant roles played by job demands and job resources to reduce employee's stress levels in the organization.

Keywords: Royal Malaysian Customs Department, customs officers, work stress, job demands, job resources



ABSTRAK

Kajian ini bertujuan untuk menganalisa hubungan tuntutan pekerjaan, sumber pekerjaan dan tekanan kerja di kalangan pegawai kastam di Malaysia. Tinjauan soal selidik direka untuk mendapatkan maklum balas daripada para peserta. Sebanyak 800 soal selidik telah diedarkan kepada kakitangan di Jabatan Kastam Diraja Malaysia. Terdapat 215 soal selidik yang boleh diguna dikembalikan dan menghasilkan kadar tindak balas sebanyak 26.9%. Data yang telah dikumpulkan dianalisis dengan menggunakan Pakej Statistik untuk Sains Sosial (SPSS) versi 25. Hasil kajian ini menunjukkan bahawa tuntutan pekerjaan mempunyai hubungan yang positif terhadap tekanan kerja. Sebaliknya, sumber pekerjaan didapati mempunyai hubungan yang negatif terhadap tekanan kerja. Penemuan ini menunjukkan bahawa Pegawai Kastam mengalami tekanan kerja berpunca daripada permintaan pekerjaan namun sumber pekerjaan mengurangkan tekanan kerja mereka. Oleh itu, Jabatan Kastam Diraja Malaysia wajar memberi penekanan yang serius terhadap peranan penting yang dimainkan oleh permintaan pekerjaan dan sumber pekerjaan untuk mengurangkan tahap tekanan pekerja dalam organisasi.

Kata kunci: Jabatan Kastam Diraja Malaysia, pegawai kastam, tekanan kerja, tuntutan pekerjaan, sumber pekerjaan,



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LIST OF ABBREVIATIONS

Abbreviation	Descriptions of Abbreviation
H	Hypothesis
JD	Job Demands
JR	Job Resources
JD-R	Job Demands-Resources
RA	Role Ambiguity
RC	Role Conflict
RMCD	Royal Malaysian Customs Department
S	Sample size
SC	Social Support from Colleagues
SS	Social Support from Supervisor
SPSS	Statistical Package for the Social Sciences
WL	Workload
WS	Work Stress

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CHAPTER ONE: INTRODUCTION

1.1 Introduction

Stress at work was studied in many contexts but it has limited studies for enforcement agencies under the Ministry of Finance especially for the Royal Malaysian Customs Department (RMCD). Hence, this research is to study the relationship between the factors of job demands, job resources and work stress. This chapter discusses the background of the study, continued with the problem statement, research questions and objectives, followed by the significance of the study, scope of research and interpretation of variable terms.

1.2 Background of the Study

Royal Malaysian Customs Department (RMCD) is an agency under the Ministry of Finance, Malaysia. RMCD play a leading role in the stability and development of the country by collecting revenue, preventing illegal exports and imports, processing cargo check, preventing smuggling and criminal activities at borders, etc. The job functions of RMCD are governed by Customs Act 1967, Excise Act 1976, Free Zone Act 1990, Windfall Profit Levy Act 1998, Tourism Tax Act 2017, Sales Tax Act 2018, Service Tax Act 2018 and the latest Departure Levy Act 2019 (Attorney General Chambers [AGC], 2019; Royal Malaysian Customs Department [RMCD], 2019). Besides, RMCD also governing other subsidiary legislation such as Dangerous Drugs Act 1952, Anti-Money Laundering, Anti-Terrorism Financing and Proceeds of Unlawful Activities Act 2001 and etc (AGC, 2019; RMCD, 2019).

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Appendices

Appendix A: Questionnaire

JOB DEMANDS AND JOB RESOURCES ON WORK STRESS / TUNTUTAN PEKERJAAN DAN SUMBER PEKERJAAN TERHADAP TEKANAN KERJA

Dear Respondents, / Responden yang dihormati,

I am a Master Degree student at Universiti Utara Malaysia, currently working on a research about work stress for Royal Malaysian Customs Department. I would appreciate your kind cooperation to fill in this questionnaire. It will take about 10-15 minutes of your valuable time. / Saya adalah seorang pelajar Ijazah Sarjana di Universiti Utara Malaysia, yang kini sedang menjalankan kajian tentang tekanan kerja khususnya untuk Jabatan Kastam Diraja Malaysia. Saya amat menghargai kerjasama anda untuk mengisi soal selidik ini. Kajian ini akan mengambil masa kira-kira 10-15 minit.

Your identity will never be known throughout any part of the research process and will only be used for academic purpose. Should you have any query or comment, please do not hesitate to contact me / Identiti anda adalah sulit di mana-mana bahagian sepanjang proses penyelidikan dan maklumat yang diperolehi hanya digunakan untuk tujuan akademik. Sekiranya anda mempunyai sebarang pertanyaan atau komen, sila menghubungi saya.

Your willingness to participate in spite of your busy schedule is greatly appreciated.

Thank you very much. / Kesudian anda untuk mengisi soal selidik ini walaupun dalam kesibukan adalah sangat dihargai. Saya dahului dengan ucapan ribuan terima kasih.

Yours sincerely, / Yang Ikhlas,
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SECTION A - Demographic Information

Please tick (✓) or fill in appropriate space.

1. Gender (Jantina)

Male (Lelaki)	
Female (Perempuan)	

2. Age (Umur)

Less than 20 years old (Kurang daripada 20 tahun)	
20 - 25 years old (20 – 25 tahun)	
26 - 30 years old (26 – 30 tahun)	
31 - 35 years old (31 – 35 tahun)	
36 - 40 years old (36 – 40 tahun)	
41 - 45 years old (41 – 45 tahun)	
46 - 50 years old (46 – 50 tahun)	
51 - 55 years old (51 – 55 tahun)	
56 - 60 years old (56 – 60 tahun)	
More than 60 years old (Lebih daripada 60 tahun)	

3. Marriage Status (Status Perkahwinan)

Single (Bujang)	
Married (Berkahwin)	
Divorced (Berceraai)	

4. Highest education (Pendidikan Tertinggi)

PMR/PT3/SRP	
SPM/SVM/SKM/Certificate	
Diploma/Matriculation/STP/STPM/STAM/HSC	
Degree (Ijazah)	
Master (Ijazah Sarjana)	
PhD	
Other:	

5. Current Division (Bahagian Semasa)

Customs Director General Office (Pejabat Ketua Pengarah Kastam)	
Enforcement (Penguatkuasaan)	
Customs (Perkastaman)	
Internal Tax (Cukai Dalam Negeri)	
Compliance Management (Pengurusan Pematuhan)	
Technical Services (Perkhidmatan Teknik)	
Legal (Perundangan)	
Corporate Planning (Perancangan Korporat)	
Information Technology (Teknologi Maklumat)	
General Administration and Finance (Khidmat Pengurusan Sumber Manusia dan Kewangan)	
Integrity (Integriti)	
Audit Kastam (Customs Audit)	
Other:	

6. Current Position (Jawatan Semasa)

WK19 - WK22	
WK26 - WK28	
WK29 – WK40	
WK41 - WK44	
WK48 - WK52	
WK54 - JUSA	
Others:	

7. Current State of Service (Negeri Perkhidmatan Semasa)

Perlis	
Kedah	
Penang	
Perak	
Selangor	
Negeri Sembilan	

Melaka	
Johor	
Pahang	
Terengganu	
Kelantan	
Sabah	
Sarawak	
Wilayah Persekutuan (Kuala Lumpur, Putrajaya and Labuan)	

8. Number of years serving in Royal Malaysia Customs Department (Bilangan tahun yang berkhidmat di Jabatan Kastam Diraja Malaysia)

Less than 1 year (Kurang daripada 1 tahun)	
1 - 5 years (1 - 5 tahun)	
6 - 10 years (6 - 10 tahun)	
11 - 15 years (11 - 15 tahun)	
16 - 20 years (16 -20 tahun)	
21 - 25 years (21 - 25 tahun)	
26 - 30 years (26 -30 tahun)	
31 - 35 years (31 -35 tahun)	
More than 35 years (Lebih daripada 35 tahun)	

Section B – Work Stress

Please read and select your response carefully based on the following scale (Sila baca dan pilih respons anda dengan teliti berdasarkan skala berikut):

1 = STRONGLY DISAGREE (SANGAT TIDAK SETUJU)

2 = DISAGREE (TIDAK SETUJU)

3 = NEUTRAL (NEUTRAL)

4 = AGREE (SETUJU)

5 = STRONGLY AGREE (SANGAT SETUJU)

No.		SD	D	N	A	SA
1.	I always feel exhausted after a day of work. <i>Saya selalu berasa letih setelah seharian bekerja.</i>					
2.	I always experience emotional ups and downs at work. <i>Saya sentiasa mengalami peningkatan dan penurunan emosi di tempat kerja.</i>					
3.	I always upset because of something that happened unexpectedly at work.					

	<i>Saya selalu kecewa kerana sesuatu yang berlaku tanpa diduga di tempat kerja.</i>					
4.	I always feel that I am unable to control the important things at work. <i>Saya selalu merasakan bahawa saya tidak dapat mengawal perkara-perkara penting di tempat kerja.</i>					
5.	I always felt that I could not cope with things that I had to do at work. <i>Saya sentiasa mendapati bahawa saya tidak dapat menampung semua perkara yang saya perlu lakukan di tempat kerja.</i>					
6.	I always have a slow recovery from a stressful event at work. <i>Saya selalu mengalami pemulihan yang perlahan daripada peristiwa yang menimbulkan tekanan di tempat kerja.</i>					
7.	I always become more impatient than usual. <i>Saya selalu menjadi kurang sabar daripada biasa.</i>					
8.	I always feel tense in the office. <i>Saya selalu merasa sangat tegang ketika berada di pejabat.</i>					

Section C – Role Ambiguity

Please read and select your response carefully based on the following scale (Sila baca dan pilih respons anda dengan teliti berdasarkan skala berikut):

1 = STRONGLY DISAGREE (SANGAT TIDAK SETUJU)

2 = DISAGREE (TIDAK SETUJU)

3 = NEUTRAL (NEUTRAL)

4 = AGREE (SETUJU)

5 = STRONGLY AGREE (SANGAT SETUJU)

No.		SD	D	N	A	SA
1.	I know what is my role and responsibility. <i>Saya tahu apa peranan dan tanggungjawab saya.</i>					
2.	I have divided my time well. <i>Saya telah membahagikan masa saya dengan baik.</i>					
3.	I have objectives and clear goals about my					

	task. <i>Saya mempunyai objektif dan matlamat yang jelas mengenai tugas saya.</i>					
4.	I am able to accept clear instruction whenever I need to complete the task. <i>Saya dapat menerima arahan yang jelas apabila saya perlu untuk menyelesaikan tugas.</i>					
5.	I know clearly what is expected from me. <i>Saya tahu dengan jelas apa yang diharapkan daripada saya.</i>					
6.	I can give full concentration to my task. <i>Saya dapat memberikan tumpuan yang penuh kepada tugas saya.</i>					

Section D – Role Conflict

Please read and select your response carefully based on the following scale (Sila baca dan pilih respons anda dengan teliti berdasarkan skala berikut):

1 = STRONGLY DISAGREE (SANGAT TIDAK SETUJU)

2 = DISAGREE (TIDAK SETUJU)

3 = NEUTRAL (NEUTRAL)

4 = AGREE (SETUJU)

5 = STRONGLY AGREE (SANGAT SETUJU)

No.		SD	D	N	A	SA
1.	I need to do the task differently than before. <i>Saya perlu melakukan tugas yang berbeza daripada sebelumnya.</i>					
2.	I complete the task without enough resources. <i>Saya menyelesaikan tugas tanpa sumber yang mencukupi.</i>					
3.	I need to follow the rules to complete a task. <i>Saya perlu mematuhi peraturan untuk menyelesaikan tugas.</i>					
4.	I work with two or more groups that operate differently. <i>Saya bekerja dengan dua atau lebih kumpulan yang beroperasi secara berbeza.</i>					
5.	I consider an unmatched opinion from two or more people. <i>Saya pertimbangkan pendapat yang tidak</i>					

	<i>sehaluan daripada dua atau lebih orang.</i>					
6.	I work for unnecessary things. <i>Saya bekerja untuk perkara-perkara yang tidak perlu.</i>					

Section E – Workload

Please read and select your response carefully based on the following scale (Sila baca dan pilih respons anda dengan teliti berdasarkan skala berikut):

1 = STRONGLY DISAGREE (SANGAT TIDAK SETUJU)

2 = DISAGREE (TIDAK SETUJU)

3 = NEUTRAL (NEUTRAL)

4 = AGREE (SETUJU)

5 = STRONGLY AGREE (SANGAT SETUJU)

No.		SD	D	N	A	SA
1.	I have to submit my work in a tightening deadline. <i>Saya perlu mengemukakan kerja saya pada had waktu yang ketat.</i>					
2.	I feel stresses because of the unrealistic deadline. <i>Saya berasa tertekan kerana had waktu yang tidak realistik.</i>					
3.	I rushed in doing my job. <i>Saya bergegas untuk menjalankan tugas saya.</i>					
4.	There isn't enough time during my regular workday to do my tasks. <i>Masa yang tidak mencukupi dalam hari kerja biasa untuk saya menyelesaikan segala tugas.</i>					
5.	There is less time for rest rest at work. <i>Kurang masa untuk berehat di tempat kerja.</i>					
6.	Job demand interfere with my personal time. <i>Permintaan kerja mengganggu masa peribadi saya.</i>					

Section F – Social Support from Supervisors

Please read and select your response carefully based on the following scale (Sila baca dan pilih respons anda dengan teliti berdasarkan skala berikut):

- 1 = STRONGLY DISAGREE (SANGAT TIDAK SETUJU)
 2 = DISAGREE (TIDAK SETUJU)
 3 = NEUTRAL (NEUTRAL)
 4 = AGREE (SETUJU)
 5 = STRONGLY AGREE (SANGAT SETUJU)

No.		SD	D	N	A	SA
1.	My supervisor pays attention to what I am saying. <i>Penyelia saya memberi perhatian kepada apa yang saya katakan.</i>					
2.	My supervisor is helpful in getting my job done. <i>Penyelia saya sangat membantu dalam menyelesaikan tugas saya.</i>					
3.	My supervisor recognizes my contribution. <i>Penyelia saya mengiktiraf sumbangan saya.</i>					
4.	I can rely on my supervisor when there are difficulties. <i>Saya boleh bergantung kepada penyelia saya apabila terdapat kesukaran.</i>					
5.	I can easily talk to my supervisor when I need help. <i>Saya dengan mudah boleh bercakap dengan penyelia saya apabila saya memerlukan bantuan.</i>					
6.	I can get support from my supervisor. <i>Saya boleh mendapat sokongan daripada penyelia saya.</i>					

Section G – Social Support from Colleagues

Please read and select your response carefully based on the following scale (Sila baca dan pilih respons anda dengan teliti berdasarkan skala berikut):

- 1 = STRONGLY DISAGREE (SANGAT TIDAK SETUJU)
 2 = DISAGREE (TIDAK SETUJU)
 3 = NEUTRAL (NEUTRAL)
 4 = AGREE (SETUJU)
 5 = STRONGLY AGREE (SANGAT SETUJU)

No.		SD	D	N	A	SA
1.	My colleagues are generally help me when I					

	ask for it. <i>Rakan sekerja saya secara umumnya akan membantu saya ketika saya meminta.</i>					
2.	My colleagues are friendly. <i>Rakan sekerja saya ramah.</i>					
3.	My colleagues volunteer to help me handle my problems. <i>Rakan sekerja saya dengan sukarela membantu saya dalam menangani masalah saya.</i>					
4.	I can rely on my colleague when there are difficulties. <i>Saya boleh bergantung kepada rakan sekerja saya apabila terdapat kesukaran.</i>					
5.	My colleague can cooperate with me to solve when there are difficulties. <i>Rakan sekerja saya boleh bekerjasama dengan saya untuk mengatasi apabila terdapat kesukaran.</i>					
6.	I can get support from my colleague. <i>Saya boleh mendapat sokongan daripada rakan sekerja saya.</i>					

Appendix B: SPSS Raw Data

Frequency Test

Statistics

		A1	A2	A3	A4	A5	A6	A7	A8
N	Valid	215	215	215	215	215	215	215	215
	Missing	0	0	0	0	0	0	0	0
Mean		1.59	4.79	1.89	3.80	4.76	3.32	6.51	3.37
Median		2.00	5.00	2.00	4.00	4.00	4.00	5.00	3.00
Mode		2	4	2	4	3	4	3	3
Std. Deviation		.493	1.394	.470	.769	2.826	1.258	4.634	1.501
Variance		.243	1.942	.221	.591	7.988	1.583	21.475	2.253
Range		1	8	2	3	11	5	13	8
Minimum		1	2	1	2	2	1	1	1
Maximum		2	10	3	5	13	6	14	9
Percentiles	25	1.00	4.00	2.00	4.00	3.00	3.00	2.00	2.00
	50	2.00	5.00	2.00	4.00	4.00	4.00	5.00	3.00
	75	2.00	5.00	2.00	4.00	5.00	4.00	10.00	4.00

Descriptive Test

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
JD	215	2.11	4.83	3.5568	.41062
JR	215	2.50	10.00	7.7426	1.26414
WS	215	1.00	5.00	2.7238	.73414
RA	215	1.00	5.00	4.1163	.58642
RC	215	2.33	5.00	3.5589	.50118
WL	215	1.00	5.00	2.9953	.80592
SS	215	1.00	5.00	3.7659	.82313
SC	215	1.00	5.00	3.9767	.64185
Valid N (listwise)	215				

Normality Test

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
WS	.080	215	.002	.986	215	.036

a. Lilliefors Significance Correction

Reliability Test JD

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.793	.792	18

Reliability Test JR

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.939	.941	12

Correlation Test

Correlations

		JD	JR	WS
JD	Pearson Correlation	1	-.069	.392**
	Sig. (2-tailed)		.313	.000
	N	215	215	215
JR	Pearson Correlation	-.069	1	-.398**
	Sig. (2-tailed)	.313		.000
	N	215	215	215
WS	Pearson Correlation	.392**	-.398**	1
	Sig. (2-tailed)	.000	.000	
	N	215	215	215

** . Correlation is significant at the 0.01 level (2-tailed).

Correlations All Variables

		WS	RA	RC	WL	SS	SC	JD	JR
WS	Pearson Correlation	1	-.301**	.333**	.611**	-.305**	-.393**	.392**	-.398**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000

	N	215	215	215	215	215	215	215	215
RA	Pearson Correlation	-.301**	1	.137*	-.181**	.279**	.370**	.413**	.370**
	Sig. (2-tailed)	.000		.045	.008	.000	.000	.000	.000
	N	215	215	215	215	215	215	215	215
RC	Pearson Correlation	.333**	.137*	1	.450**	-.061	-.063	.766**	-.072
	Sig. (2-tailed)	.000	.045		.000	.370	.357	.000	.293
	N	215	215	215	215	215	215	215	215
WL	Pearson Correlation	.611**	-.181**	.450**	1	-.246**	-.334**	.751**	-.330**
	Sig. (2-tailed)	.000	.008	.000		.000	.000	.000	.000
	N	215	215	215	215	215	215	215	215
SS	Pearson Correlation	-.305**	.279**	-.061	-.246**	1	.481**	-.053	.895**
	Sig. (2-tailed)	.000	.000	.370	.000		.000	.438	.000
	N	215	215	215	215	215	215	215	215
SC	Pearson Correlation	-.393**	.370**	-.063	-.334**	.481**	1	-.068	.821**
	Sig. (2-tailed)	.000	.000	.357	.000	.000		.321	.000
	N	215	215	215	215	215	215	215	215
JD	Pearson Correlation	.392**	.413**	.766**	.751**	-.053	-.068	1	-.069
	Sig. (2-tailed)	.000	.000	.000	.000	.438	.321		.313
	N	215	215	215	215	215	215	215	215
JR	Pearson Correlation	-.398**	.370**	-.072	-.330**	.895**	.821**	-.069	1
	Sig. (2-tailed)	.000	.000	.293	.000	.000	.000	.313	
	N	215	215	215	215	215	215	215	215

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

T-Test

Group Statistics

	A1	N	Mean	Std. Deviation	Std. Error Mean
WS	Male	88	2.6577	.76247	.08128

Female	127	2.7697	.71329	.06329
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		Independent Samples Test				
		Levene's Test for Equality of Variances				
		F	Sig.	t	df	Sig. (2-tailed)
WS	Equal variances assumed	.062	.803	-1.101	213	.272
	Equal variances not assumed			-1.087	179.047	.278

Multiple Linear Regression Test

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	JR, JD ^b	.	Enter

a. Dependent Variable: WS

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.540 ^a	.292	.285	.62065

a. Predictors: (Constant), JR, JD

b. Dependent Variable: WS

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.674	2	16.837	43.710	.000 ^b
	Residual	81.663	212	.385		
	Total	115.337	214			

a. Dependent Variable: WS

b. Predictors: (Constant), JR, JD

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.070	.468		4.428	.000
	JD	.655	.104	.366	6.323	.000
	JR	-.216	.034	-.373	-6.434	.000

a. Dependent Variable: WS

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	SC, RC, RA, SS, WL ^b		Enter

a. Dependent Variable: WS

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.671 ^a	.450	.437	.55093

a. Predictors: (Constant), SC, RC, RA, SS, WL

b. Dependent Variable: WS

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.900	5	10.380	34.197	.000 ^b
	Residual	63.438	209	.304		
	Total	115.337	214			

a. Dependent Variable: WS

b. Predictors: (Constant), SC, RC, RA, SS, WL

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.482	.426		5.823	.000
	RA	-.209	.072	-.167	-2.915	.004
	RC	.202	.087	.138	2.325	.021
	WL	.415	.057	.456	7.327	.000
	SS	-.064	.053	-.072	-1.210	.228
	SC	-.156	.072	-.136	-2.172	.031

a. Dependent Variable: WS

